

# Town of Moultonborough



Study of SAU/Town  
Athletics/Recreation Functions  
September 15, 2011

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**MEMORANDUM - OFFICE OF THE TOWN ADMINISTRATOR**

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**TO:** Board of Selectmen; School Board  
**FROM:** Mike Branley, Town Fellow *Mike*  
**RE:** Study of SAU/Town Athletics/Recreation Functions  
**DATE:** September 15, 2011  
**CC:** C. Terenzini; D. Kuethe; H Blood; M. Lancor; Advisory Budget Committee

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The charge for this study was straightforward: "Perform an analysis of which - if any - aspects of the School Administrative Unit's Athletic Department and the Town's Recreation Department might be merged" ("The Town of Moultonborough Appoints Fellow" Press Release, 6/2/2011). All aspects of these two departments have been analyzed to identify inefficiencies, find areas where sharing of staff and resources should be expanded, and look for ways to overall improve the way that these departments function.

There were essentially four factors based on discussions with the community that I immediately identified as positive results that this recommendation should seek to achieve. The criteria for this recommendation to be judged against are, in no particular order:

- Improve the quality of services or programs
- Improve the way these departments are organized
- Improve usage of current facilities
- Save money

Any recommended change in the School-Town relationship would have to do at least one of these things to be a positive; ideally it would do all of them.

### **Section 1: Research and Analysis**

#### **I. Study Process**

The first step of this project was to compile and read not only specific information about the current states of the Athletic and Recreation Departments, but also more general historical information for Moultonborough. This general information included, but was not limited to, the Town Master Plan Update, past Annual Town Reports, past Town Meeting warrants and minutes, Board of Selectmen minutes, School Board minutes, the Recreation Strategic Planning Team (RSPT) report, Municipal Needs Committee minutes, Senior Center Feasibility Study,



Blue Ribbon Commission on Community Services and Facilities minutes and reports, Recreation Advisory Board minutes, and Advisory Budget Committee minutes and reports. Reading all of these documents was time consuming, however was necessary to get me up to speed with the recent history of Recreation and Athletics in Moultonborough.

Then, with the advice of the Sounding Board (composed of Town Administrator Carter Terenzini, Superintendent Mike Lancor, Advisory Budget Committee chair Jean Beadle, Selectman Betsey Patten, and School Board member Gary Torressen), I identified staff and community members who should be interviewed to give me additional perspective. The complete interview list can be found in Appendix L. I appreciate the time donated by the Sounding Board, the guidance they provided to me, and their clear effort to maintain their role and avoid making recommendations or judging my ideas.

In addition to the scheduled interviews, I also made myself available to the citizens of Moultonborough for questions and comments at the Recreation Advisory Board meetings in July and September, the SAU Athletic Committee meeting in July, and to all individuals who wanted to express their opinions about the subject or learn about my study.

In these interviews I sought to learn about how various members of the community view these departments, what their strengths and weaknesses are, and what areas may be logical for merger or increased collaboration. I also learned about how these departments function across the seasons, how they are structured, and how they interact with each other.

It was important to get as much input as possible from the Recreation and Athletic Departments' stakeholders. For this reason, two surveys were created and distributed via email to approximately 400 parents through the School District and Recreation Department's email blasters.

While there was consensus that a survey of the general public at large would be ideal to learn general opinions about this study and the two departments, the staff and community members who expressed interest were unable to identify worthwhile questions to be asked that may have productively influenced my effort. Instead, I invited members of the community to reach out with questions or comments in my weekly update to the Administrator's Report.

This study was also composed of a significant comparative component. This aspect included exploring New Hampshire and the surrounding states for examples of unique ways that towns and cities interact with their School Administrative Units, obviously with an emphasis on Recreation and Athletics. As part of this effort, I sent an email out through the New Hampshire Municipal Managers' Association email blaster to find any other areas of interest. At the beginning of the project Portsmouth and Raymond, NH were identified as municipalities with such unique arrangements. Throughout the project, St. Johnsbury, VT was also identified and researched.

For each of these three municipalities I had discussions of varying degrees of depth to learn about how their situations compared to Moultonborough, what some of the positive and negative aspects of their relationships have been, and how they may or may not work in Moultonborough. Each of these “models” of SAU/municipal relationships impacted my thought process and provided me with ideas that I may not have developed otherwise.

## **II. General Information**

Relative to its size, Moultonborough has Athletic and Recreation Departments that are considered by many to be among the best in the state. Despite being among the smallest high schools in the state, Moultonborough Academy (MA) has been highly successful in a wide range of sports at the varsity and sub-varsity levels. This includes 23 varsity team champions, 7 individual champions, 4 High School All Americans, and 2 coaches in the NHIAA Hall of Fame. Moultonborough Recreation has received the support necessary to allow it to offer a wide range of programs, including pre-school/toddler programs, youth sports, and activities for adults and senior citizens.

Both of these departments have several things in common.

**First**, they have been led by the same department heads for decades. Both Recreation Director Donna Kuethe and Athletic Director (AD) Harry Blood are known for their expertise across New Hampshire and beyond. They have expanded their programs from humble beginnings to where they stand today.

**Second**, both the Recreation and Athletic Departments stand to benefit from better coordination with each other, especially in terms of maximizing facility usage. While the Recreation Department potentially has more to gain from more efficient facility usage, Moultonborough as a whole certainly stands to benefit from a better School-Town relationship.

**Third**, although currently almost no redundant or overlapping programs exist, both of these departments largely offer programs for similar participants: namely, the young people who live in Moultonborough.

## **III. Departmental Overviews**

Both of these departments are organizationally fairly traditional top-down hierarchies. The Recreation Department is led by the Director, who focuses on budgeting, long-range planning, and managing the year-round and seasonal staff. Next in the hierarchy is the Assistant Director, who is more of a working supervisor, administering youth sports, helping to manage the Town beaches and related activities, and supervising the rest of the department's staff on a day-to-day basis. Below the Assistant Director is the Activities Assistant, who is the principal programmer of the after-school Drop-in Program, senior and toddler activities, and summer youth camps (in August the Activities Assistant resigned and at current this position has yet to be filled due to the potential implications of this report). On the organizational chart this position appears at



Program Coordinator, as the recommended new title suggested by the Recreation Director regardless of the fate of this report. Finally the Office Clerk supports the operations of the department by working the front desk, processing registrations, and assisting with some programming. See Appendix A for a full organizational chart for the Recreation Department (projected for the start of the upcoming fiscal year).

A large percentage of the Recreation Department's programs are based around running recreational sports and summer camps for young people, though their overall scope is far broader. Additional programs offered by the Recreation Department include, but are not limited to, adult sports, a Drop-in after school program, karate, zumba, yoga, Operation Adult Recreation, staffing two town beaches, camps during school vacations, senior trips, and teen trips.

In terms of just youth sports, the Recreation Department regularly has had over 500 participants each year. It is worth noting that these numbers have dropped off moderately in the past few years largely because baseball was privatized in 2010. The Recreation Department currently runs youth sports from kindergarten to 6<sup>th</sup> grade. See Appendix D for complete youth sport participation numbers for the Recreation Department for the last five years.

The Athletic Department is also a hierarchy, with the Athletic Director being the sole full-time year round employee. The AD oversees all aspects of the MA Varsity Athletics program and other duties range from scheduling all games and practices, managing coaches for 40 teams, and performing all necessary non-mowing maintenance of the School-owned athletic fields and facilities. The AD receives assistance in terms of covering athletic events by a Game Manager for each athletic season. See Appendix A for a full organization chart for the Athletic Department.<sup>1</sup>

For athletics overall, Moultonborough Academy sees very high participation. Of the total 347 students at MA in 2010 (7<sup>th</sup> through 12<sup>th</sup> grades), approximately 57% participated in at least one sport. At the Middle Level (grades 7 & 8), roughly 70% of students participate in athletics. See Appendix E for complete MA Athletic participation numbers for the last three years.

See Appendix F for a comparison of Recreation Department and MA sport participation for the last three years.

While sport activities make up all of the Athletic Department and a large portion of the Recreation Department, there are several significant programs run by the Recreation Department that are inconsistent with sport and certainly inconsistent with school activities. These programs immediately made any whole-sale merger look like an unlikely positive change; there

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<sup>1</sup> This Appendix is labeled "Projected Organizational Chart (*effective 07/01/2012*)" because it is based upon the assumption that the SAU will hire a full time AD to replace the incumbent upon his retirement at an estimated salary of \$50,000 plus benefits totaling approximately \$23,000.

are simply too many aspects of these two departments that are inconsistent with each other to make a merger rational.

#### **IV. Interviews**

The interview stage of this study was where information regarding how these departments currently operate and potentially viable options were discussed. The meetings with the Athletic Director and the Recreation Department staff focused on how the departments operate independently and how they interact.

The first question that I asked during many of the interviews was, "What do you see as the principal reason that this study was commissioned?" Responses ranged from the study is an attempt to bring the School and Town closer together, it is an attempt to improve the scheduling process for facilities, and it is due to budgetary concerns.

Another question that I asked in most of my interviews was, "What do you see as some of the potential benefits of a merger?" Some benefits identified were save money, provide better services and programs, organize the two departments more rationally, use existing staff more efficiently, increase accountability, foster a better sense of community, have a single person schedule all facilities, increase the overall efficiency of the departments, provide a better flow of information to the youths, reduce staffing, provide more consistent quality oversight of all coaches, provide a more consistent philosophy for youth sport, and increase sharing of facilities and staff.

A third question asked in most interviews was, "What aspects of these departments do you see as rational to merge?" Responses included after school activities, athletics/sports in general, basketball specifically, and field maintenance.

A final interview question was, "What are some of your concerns about a potential merger?" Potential negatives mentioned ranged from adding too much under the AD or spreading the AD too thin, the Recreation Department could lose its identity, there would no longer be two autonomous department heads (one school based and one community based), some part of the community may be left behind, it could become too confusing as to where programs are located and who is in charge of what, that the AD would no longer be at the school and be able to work with the MA principal, and that the line between participatory Recreation sports and competitive varsity sports may be blurred. Some people stated simply, "If it ain't broke don't fix it."

Similarly, the results of the online After School Activities and Youth Sport Surveys informed me as to the perceptions of these two departments from their stakeholders. Responses were limited to one per computer to maintain the integrity of the effort. These results, while not statistically scientific due to the distribution, helped inform me regarding some of the strengths and opportunities for improvement for both of these departments. The responses were largely positive and did not identify a department that clearly operated significantly better or worse than



the other. See Appendices B and C for the results to the Athletics and After School Activities Surveys.

## **V. Comparative Aspect**

The comparative aspect of this study was to explore some of the other unique SAU/Municipal relationships across New Hampshire and the surrounding states. The three examples found (two known prior to the beginning of this study and one found during the study) were St. Johnsbury, VT, Portsmouth, and Raymond.

During this study, Moultonborough AD Harry Blood informed me that he believed St. Johnsbury Vermont had merged their Recreation and Athletic Departments. Upon further research it quickly became clear that St. Johnsbury's situation was not going to be a good comparison to Moultonborough. Through a complicated turn of events in essence the Town "abandoned" the Recreation Department and it was eventually absorbed for a five year period by the private St. Johnsbury Academy. This recreation/school model provided information about the benefits of running the Recreation Department out of a private school and of better coordination with the local school, however it did not provide a useful example for Moultonborough as a whole-sale merger already looked very unlikely. See Appendix E for more information about St. Johnsbury.

Portsmouth provided a potentially more useful model. There the Recreation Director also serves as the High School AD. While one person is the director for both the Recreation and Athletic Departments, organizationally the departments were not merged and survived independent of each other. The Director remains a city employee and receives a stipend from the school. The Assistant AD/Recreation Director also is paid by both the city and the school.

The Recreation/Athletic Director administers all Recreation Department and Portsmouth HS sports, schedules city and school athletic facilities, and has been able to maintain the independent philosophies of recreation and varsity sport. He has seen improvements at the sport level in terms of more consistent skill building, increased collaboration between the different levels, and better management of coaches. Overall, confusion has been diminished and accountability has been increased because stakeholders know exactly where to go with issues or for information. The Director was also sure to warn that this change created a large and challenging position which required the right person, with both the respect and support of the community. See Appendix F for more information about Portsmouth.

In Raymond, there is still an independent Recreation Director and part time Athletic Director. The interesting aspect of Raymond is that since 1971 the Recreation Director schedules the school district's buildings and facilities when school is not in session. In terms of priority, groups are scheduled: school activities, local government needs, Recreation Department needs, youth based and other non-profit organizations, and finally private individuals.

While the benefits of consolidated scheduling clearly could apply to Moultonborough, the total lack of town facilities in Raymond and the subsequent need to “max-out” the school buildings is dissimilar. See Appendix G for more information about Raymond.

Adopting any of these models completely did not seem like a logical choice, however learning about each one furthered the thought process for this report and provided fresh ideas to consider.

## **Section 2: Findings and Recommendations**

### **I. Scheduling of Current Facilities**

With the exception of the Community Center on Holland Street and the facility at Playground Drive, which is currently awaiting potential repair, the Recreation Department is completely dependent on the use of School District facilities for their programs. As such, the scheduling of facility space is the greatest area where these two departments must interact. Fortunately for the Town, the School District has willingly shared their facilities to the extent that they are able to. In practice, the Athletic Director schedules all school athletic events and then allows the Recreation Department to fill in the gaps with youth sport events and other programs as needed.

In terms of fields, when Playground Drive was in working order this system was sufficient and the Recreation Department’s needs to use school fields was limited. Part of the reason the Town was able to use Playground Drive almost exclusively, however, was because it was not being “rested” regularly. Resting a field is when the field is taken out of use for a period of time (typically a year, depending on the condition) and allowed to regenerate. Not resting a field that sees heavy use will almost certainly lead to a significant long-term decrease in its overall quality.

Having only one Town-owned field presents a significant potential problem in terms of resting because if the Recreation Department chooses to have their programs on their field in the spring, summer, and fall, then the field at Playground Drive will never be rested. This situation will likely lead to the field at Playground Drive needing to be rehabilitated again even if it is repaired according to what is currently being considered.

In contrast, the School District has several versatile athletic fields which can transition from use for one sport to another with relative ease. This allows the Athletic Department much greater flexibility to rest fields regularly as needed and still have their athletic events solely on School fields.

The situation and issues related to gymnasiums are different, although the solution is the same. In terms of gym space, the Town owns no facility and as such is forced to completely rely on the School, which has the Moultonborough Academy gym, the Moultonborough Central School gym, and the MCS Multi Purpose Room. While the Multi Purpose Room is viewed as a deficient facility for most youth sport, it has been used extensively by the Recreation Department as it is primarily where they are able to schedule their youth basketball practices during the week.



While a new gym, as recommended by the Blue Ribbon Commission, would likely alleviate a lot of the gym space issues that Moultonborough currently faces, it is not this study's charge to recommend additional facility space. Nor can this report assume that such a facility will be approved. The recommendations in this report seek to optimize the use of existing facilities.

**Recommendation #1:** Consolidate scheduling of all Town and School recreation facilities under one person. Recreation facilities for this purpose include gymnasiums, athletic fields, program space, and multi purpose rooms (the major exception being the MA Auditorium which will continue to be scheduled by the Auditorium Director). Any new facilities purchased or constructed by either the School or the Town would also automatically be included in this agreement unless otherwise stated. Despite this consolidated scheduling, facility maintenance and cleaning will continue to be done by the owning entity unless another agreement is made.

The benefits to this recommendation are numerous.

**First**, this consolidation of scheduling will break down some of the psychological barriers between School facilities and Town facilities and will engender the mindset that they are all "Moultonborough's facilities."

**Second**, with one person taking a big picture, long-term view of all facilities, fields can be rested as needed free of other considerations. This scheduler can also better identify the best facility by looking at what is best for each program, rather than according to which entity owns what. With that said, programs should still be located where is most rational and preferred whenever possible. Priority should still be given to have school activities at school facilities and town activities at town facilities whenever desired and possible, however centralized scheduling would result in more efficient and cost effective use of existing facilities.

**Third**, one scheduler will better be able to fill in gaps as they open up throughout the seasons. Ideally, as will be recommended, the scheduler should be someone with a stake in both the School Athletic and Town Recreation programs.

## **II. Staffing**

**Recommendation #2:** Combine the Assistant Recreation Director and the Athletic Director positions to create a Sport and Athletics Director position. This position will be a full time employee with an approximate projected salary of \$51,000 plus benefits to be paid by some combination of both the Town and the School. The principal duties of this position would be:

- Administer the Moultonborough Academy Varsity Athletic program
- Administer the Recreation Department sport program
- Schedule the use of all School and Town recreation facilities
- Administer such programs as the Recreation Director assigns and time allows during the summer

See Appendix K for the draft job description for the Sport and Athletics Director.

In terms of the management of the MA Varsity Athletic program, this position will be overseen in the same way as the current AD position, with the chain of command being MA Principal, Superintendent, and ultimately the School Board. In terms of the management of the Recreation Department's sport program, the Sport and Athletic Director will be overseen in the same way as the current Assistant Recreation Director Position, with the chain of command being Recreation Director, Town Administrator, and ultimately the Board of Selectmen.

The roles of Sport and Athletics Directors are independent in the sense that the MA Principal cannot make decisions regarding how the Recreation Department sport program is administered and the Recreation Director cannot make decisions regarding MA Varsity Athletic policy. While answering to both the School Board and the Board of Selectmen will not always be easy, such arrangements are far from rare in the NH municipal realm. An example close to home is Moultonborough's Code Enforcement Officer, who works for both Moultonborough and Holderness.

This position combination will create one person who will wholly focus on sport management throughout the school year. One potential programmatic improvement is that there is currently a slight disconnect between the skill building and practice time that the Recreation Department youth sport program provides (at least in part too to limited facility time) and what the MA Varsity Athletic program seeks. One person managing both programs may better be able to increase consistency across the two programs, while still maintaining the independent philosophies for each.

While the Sport and Athletics Director will be a challenging position, likely similar in time commitment to a half time teacher receiving a stipend to serve as AD, the other approximate half of the time will be spent administering another sport program rather than teaching. While it initially appears that an unmanageable position is being created by shoving two jobs into one, the remaining recommendations make subsequent changes to make this new job reasonable.

**Recommendation #3:** Hire a 20 hour per week Office Clerk position to assist the Sport and Athletics Director by assuming the more clerical aspects of the two merged positions. These tasks, which are not cost effective to be done by management level positions, range from website management, payroll processing, purchasing and inventorying athletic equipment, and chaperoning trips. The projected salary of this position is \$12,000 per year based on the current salary and classification of the similar position already working in the Recreation Department.

**Recommendation #4:** Facility maintenance currently done by the Assistant Recreation Director and the Athletic Director should be removed from the duties of the Sport and Athletics Director. This is comparable to the principal sweeping out the school and can be done in a far more cost effective way by a non-management position. Three potential ways to defer these tasks are hire a part time seasonal position solely for this purpose, assign these tasks to the Town Department



of Public Works, or include these tasks in the contract for the School facility and grounds maintenance contract. The projected cost of “outsourcing” this task based on hourly projections made by the AD is approximately \$7,500.

**Recommendation #5:** The Town should budget \$4,200 (\$1,400 per season) to hire Recreation Game Assistants primarily for the purpose of helping the Sport and Athletics Director supervise Recreation Department sport events. There is also some potential that these positions may be cross-trained to be able to assist with occasional Recreation Department programming that the Assistant Recreation Director currently does as well.

### **III. After School Programming**

After school programming is the only example of anything that even borders on duplication of services between the Town and School found during this study. While programmatically the activities run by MCS and MA are very different than the Drop-in Program run by the Recreation Department, they all serve the same basic purpose of providing activities for school-aged children in the afternoon.

Attempting to move the Town’s Drop-in Program, which currently runs out of the Community Center on Holland Street, to either MA or MCS was explored; according to the MA and MCS principals there is currently no adequate, consistent space as described by the Recreation Director for this program to run at either school as it currently exists.

**Recommendation #6:** While there is currently no apparent opportunity for a merger of after school programs, I will make a recommendation in a future memo regarding the state of these programs as it is a divergence from this study’s charge. I believe that after looking at these programs in more depth there may be an opportunity to find some staff time to make up for the “loss” of the Assistant Recreation Director in terms of programming.

## **Section 3: Summary and Conclusion**

### **I. Summary**

The combination of these recommendations is illustrated in Appendix J, the proposed organizational chart for the Recreation and Athletic Departments. Both of these departments remain intact and autonomous with the Sport and Athletics Director serving as a liaison to bridge the gap between them.

One person managing all sports programs will increase accountability and make it easy for parents to know where to go with questions and concerns. The Sport and Athletics Director will also be able to improve consistency across both the MA and Recreation Department sport programs in terms of skill building and also coach oversight and education.

The tasks removed from the former AD and Assistant Recreation Director positions will be done more cost effectively by other staff members at a lower rate of pay and will increase both departments' overall efficiency.

Consolidating all scheduling in one person will enable the Sport and Athletics Director to maximize the use of existing facilities. Additional time for programs not currently being run, such as intramural sports, may also be able to be found. This consolidation will also increase the mindset of "One Town, one School" and foster a better sense of community in Moultonborough.

In total, this proposal is projected to save \$16,000 in salary and one full-time benefited position (approximately \$23,000 based on a projection provided by the SAU Business Manager) as opposed to hiring another full time Athletic Director to replace the retiring incumbent.

Each entity and Moultonborough as a whole gains something from this proposal. Both departments also lose some in terms of personalized attention, attendance at every event, and control over their property. It is up to the School Board, the Board of Selectmen, and the community to decide if these potential costs are worth the benefits that I have laid out.

## **II. Conclusion**

To go full circle, it is worth taking another look at the initial criteria for this study based on discussions with the Moultonborough community:

- Improve the quality of services or programs
- Improve the way these departments are organized
- Improve usage of current facilities
- Save money (approximate projected saving of \$39,000 total)

I have created an innovative proposal that does everything you asked for; it is up to you to decide whether or not it is right for your community.

## **III. Where Do We Go from Here?**

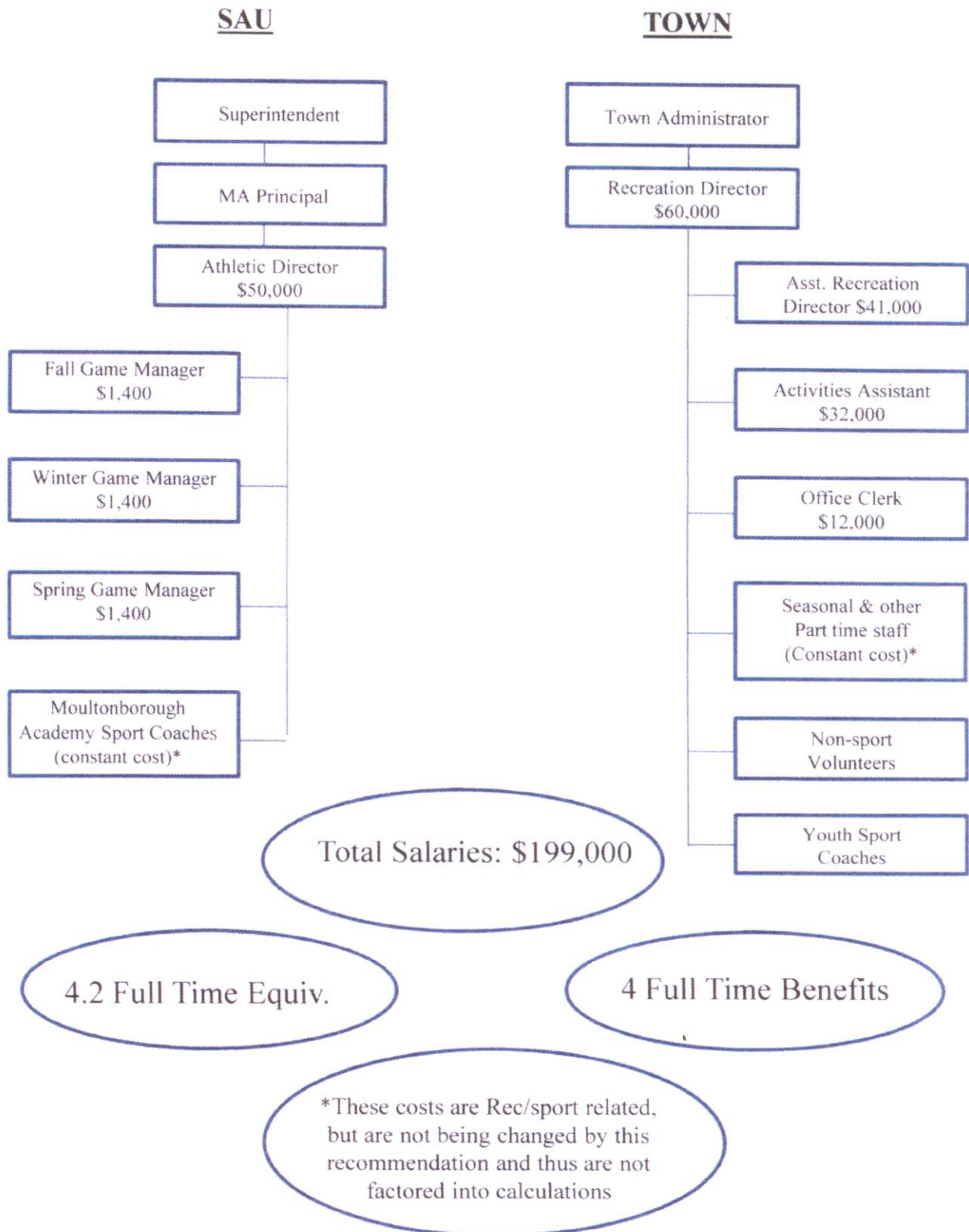
The preferred timeline would look like this, should you determine to implement this proposal:

10/1/2011 – 12/31/2011	Make decision and create memorandum of understanding between SAU and Town.
1/1/2012 – 6/30/2012	Transition and transfer of knowledge.
7/1/2012 – 6/30/2014	Minimum duration of two year trial period.
1/1/2014 – 6/30/2014	Review and agree to five year extension or dissolution.



## Appendix A: Current Projected Organizational Chart

(effective 07/01/2012)



# APPENDIX B

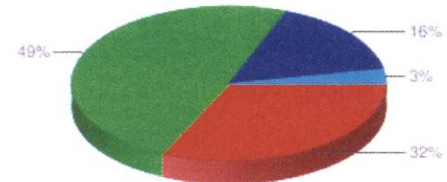
## Athletics & Youth Sports Survey 8/5/11

Responses: 37

### 1. How many children do you have who participate in athletics or youth sport programs?

Answered: 37 Skipped: 0

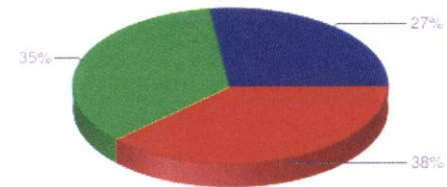
- 1 (12)
- 2 (18)
- 3 (6)
- more than 3 (1)



### 2. Which school does your child who participates in athletics or youth sport programs attend?

Answered: 37 Skipped: 0

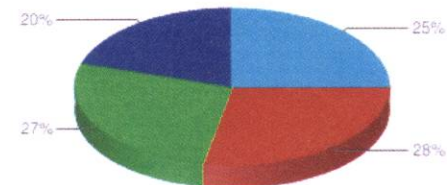
- Moultonborough Academy (14)
- Moultonborough Central School (13)
- I have children in both MA and MCS (10)



### 3. Which age range best describes your child or children who participate in athletics or youth sport programs (check all that apply)?

Answered: 37 Skipped: 0

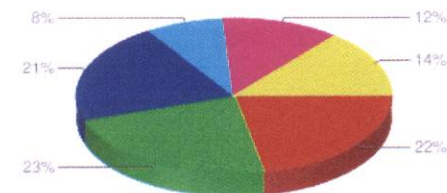
- 3rd grade or younger (17)
- 4th grade to 6th grade (16)
- 7th grade to 8th grade (12)
- 9th grade to 12th grade (15)



### 4. Which sports has your child (or children) participated in during the last two years (check all that apply)?

Answered: 37 Skipped: 0

- Soccer (26)
- Basketball (27)
- Softball/Baseball (25)
- Volleyball (10)
- Track and Field (14)
- Other (16)

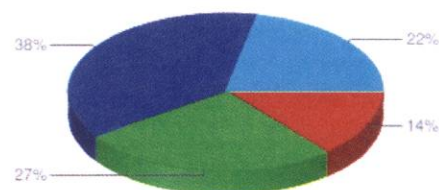


### 5. Which best describes how long your children have participated in athletics or youth sports?

Answered: 37 Skipped: 0



- Fewer than 2 years (5)
- 2 to 5 years (10)
- More than 5 years (14)
- I have children who have participated in athletics for varying lengths of time (8)



**6. Which of the following is true about the athletic participation of your children within the last two years?**

Answered: 36 Skipped: 1

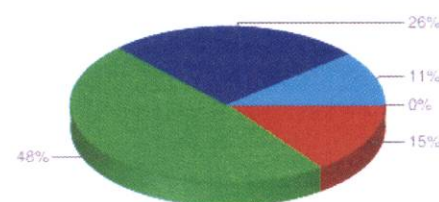
- My children participate in both school and recreation athletics and youth sports programs (if you choose this answer continue to questions 7) (18)
- My children only participate in the Recreation Department youth sports program ( if you choose this answer please skip to question 15) (9)
- My children only participate in the School District athletics program ( If you choose this answer please skip to question 19) (9)



**7. Please rate the overall youth sport program run by the Town Recreation Department.**

Answered: 27 Skipped: 10

- The program is managed very well and needs little improvement (4)
- The program is run well but still has room for improvement (13)
- The program is average and is in need of some improvements (7)
- The program does not meet your expectations and needs improvements (3)
- The program is well below expectations and needs significant improvements (0)



**8. What is the greatest strength of the Recreation Department's management of the youth sport program?**

Answered: 24 Skipped: 13

- Versatility
- The dedication of the people running it
- none
- Dedicated staff
- lets the younger kids participate and build skills
- The Rec Dept Personnel are dedicated to the programs
- We have had good experiences with the coaches who volunteer
- Ability to manage programs with insufficient facilities
- great coaches
- Age appropriate keep it fun
- Kaitlin Sampson's enthusiasm
- Friendly
- Hilary-the asst director
- Commitment to KIDS and FUN!
- creativity
- communication
- Philosophy of sports being fun, with little emphasis on winning. Equal playing time is also a strong point
- the staff
- leadership
- great staff

The enthusiasm from coaches and directors of the program. The increasing amount of various sports (flag football and volleyball) is a huge plus.

encourages good sportsmanship amongst players, we appreciate the time that the volunteer coaches give.  
enthusiasm

there is not one greatest strength all they do at the rec dept is run great !! no child is left behind they run a great year round sports and camps !!!

#### **9. What is the biggest opportunity for improvement for the Recreation Department's youth sport program?**

Answered: 24 Skipped: 13

Expansion of facilities

Another gym would help

to`get`youth`boys`baseball`back.communication.

Opportunity to practice sports in the off season like Plymouth who play baseball all year long.

better organization!

Better organization and availability of more field space/gym space

It would be extremely helpful to have the schedules of practices times and days prior to signing your child up for the program that way we know ahead of time if there are conflicts. It would save everyone a lot of time and trouble.

Better facilities

communication with parents

playing time field court availability

They are concrete thinkers in terms of recurring programs and usually dig their heels in when they could improve if they were open to change.

paying coaches so there is quality coaching

Communication & Organization

more programs

finding coaches

communtiy outreach & diversity

facility space

always room for improvement in everything we do

communication

choosing teams

I have never had any problems with the way things are run through the Recreation Department.

longer playing season,improve communication, better coach training and follow through when coaches

Lack of communication

i do not see where any improvement is needed !!!

#### **10. Any other comments about the Recreation Department's youth sport program?**

Answered: 18 Skipped: 19

It should not be combined with the School District program. While both programs have their merits, the town's recreation program has its own identity and is not and should not be limited to athletics.

It is a very good program that can only improve if the facility can improve

stop`overbooking`fields.use`coaches`that`know`sport`not`just`doing`it`for`there`own`kid.

The communities children are not merely mini high schoolers. Their stage of growth and development requires a dedicated staff to focus on their safety and welfare and foster their skills and talents.

Although I no longer have any pre-school age children, it would be wonderful to offer more 'pee-wee' programs. There are a lot of young children in town that would benefit from a semi-structured physical activity.

If anyone tries to give ideas to improve the programs we are met with hostility. Some at the rec department are not willing to even listen to ideas or even consider a change.

Department does a good job of offering diverse programs without dedicated facilities. Summer programs have been



excellent.

great staff.

the kids like them because they are fun, which is important to keeping the kids interested in playing. playing times could be better designed around younger kids, but appears that they are last in line, due to court or feild availability, resulting in later practices or games than preferred for the younger kids.

Inability of the staff to think outside the box or use discretion to make decisions.

cost can be expensive

all seasons are too short and the kids don't get to play enough

The Rec Dept is a vital service to the Town of Moultonborough and Youth Sports. Youth Sports under 6th grade should NOT be run by the School!!!!

I think they have done a tremendous job with what they have! The area that needs improvement is support from parents.

The reason for low support is that most of the parents that coach work full time and are stretched in too many different directions already! Investing in a good training program for volunteer coaches, inclusive of helpful drills, coaching techniques and sport activities to keep the kids engaged, would be a HUGE help.

Need more parents to volunteer to coach or for more rec employees to coach

For a smaller town, there are a lot of different options for the kids to participate in. I am very pleased with the way they run things.

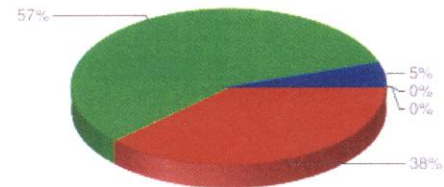
not enough flexibility, in need of a longer sports season.

There is too much outsourcing to third party vendors

#### 11. Please rate the overall athletic program run by the School District.

Answered: 21 Skipped: 16

- The program is managed very well and needs little improvement (8)
- The program is run well but still has room for improvement (12)
- The program is average and is in need of some improvements (1)
- The program does not meet your expectations and needs improvements (0)
- The program is well below expectations and needs significant improvements (0)



#### 12. What is the greatest strength of the School Athletic Department?

Answered: 15 Skipped: 22

All can participate

The coaches

Solid organization.

The organization - the programs are laid out very well and have specific guidelines that are written and conveyed to parents & students.

Required commitment by students

great staff

harry blood

Harry Blood's attention to detail

well organized

Harry Blood

Good organization and communication

In the middle level, things are managed well and fairly. The kids get equal playing time.

great coaches, excellent communication encourages strong sportsmanship amongst athletes

Boys Varsity Basketball

i dont know

### 13. What is the biggest opportunity for improvement for the School Athletic Department?

Answered: 11 Skipped: 26

Coach communication with parents and athletes.

Directions to away games, they are often not at the school

Allow younger teams to hold onto their skilled players to give them a competitive edge as a team. Don't petition up players.

communication with parents, time of sporting events some are too late a night atleast for my kids schedule

Somehow having people who are well connected but not good coaches being let go

field/gym availability

N/A

The only thing I can think of is more space for the middle level team, they always have such late practices.

provide competition with other schools for the tennis program

Improve School Spirit

### 14. Any other comments about the Schools Athletics?

Answered: 12 Skipped: 25

The athletics dept has developed strong community support for its teams and athletes.

Athletic director always seen at home games and many away games. Supportive and responsive to the athletes, who need such a person available to them and dedicated to their concerns, needs and safety.

Athletics seem to come first. Before school work and family. Just at this last meeting held this month we were told that the kids can't miss practice even for appointments...doctor, dentists etc. So in other words it is ok to miss school but not practice. I don't think it is right to take up two weeks of summer vacations or school vacations with mandatory practices. That should be for family.

some are 3x a week, which is good for some, but my kids do other activities and that is too much for us to be busy every day of the week.

the schedule is tight and sometimes could be better managed around other activities outside of sports, like band. the school program really doesnt address the younger population entry level into sports play as well well run overall

I believe school athletics are just as vital to Moultonborough as Town, but serve different purposes.

We are not in school athletics yet...just what the teachers provide at MCS

My kids aren't of age to participate in school athletics yet. I do think BOTH school programs and Rec Programs are needed!

My oldest daughter will play at this level this year for the first time, so I can not comment on the school program.

Overall, I like the program and so does my son.

Could other sports be offered such as Lacrosse and rowing?

**Please skip to question 23**

\*\*\*\*\*

### 15. Please rate the overall youth sport program run by the Town Recreation Department.

Answered: 6 Skipped: 31

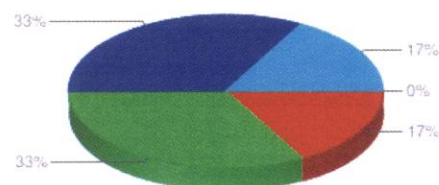
☐ The program is managed very well and needs little improvement (1)

☐ The program is run well but still has room for improvement (2)

☐ The program is average and is in need of some improvements (2)

☐ The program does not meet your expectations and needs improvements (1)

☐ The program is well below expectations and needs significant





improvements (0)

**16. What is the greatest strength of the Recreation Department's management of the youth sport program?**

Answered: 4 Skipped: 33

keeping sports run so the kids return year after year

Local parents get involved

They grab the kids that might not be good enough to participate in school sports!

Positive relationships with youth & parents; emphasis on good sportsmanship & skill building; fun and encouraging atmosphere

**17. What is the biggest opportunity for improvement for the Recreation Department's youth sport program?**

Answered: 3 Skipped: 34

facility space

Not outsourcing to other towns. Needs to come back to our town

I think they do a fantastic job. The only improvement would be for a training program for volunteer coaches

**18. Any other comments about the Recreation Department's youth sport program?**

Answered: 4 Skipped: 33

It is nice to have a "no pressure" program where all kids have equal playing time & learning time. This would be lost if youth sports were run under a competitive school program. Children in grades 4 & under do not need to have such a high level of competition, it may cause a child with average ability to quit, because the sport is no longer fun!

Seems like everything my son is involved in is now in Meredith, not here. It is to competitive...first the basics and teamwork must be accomplished while playing for fun!!!

I feel both school and rec programs are needed. I see no benefit in combining the programs, but have not seen the anticipated plan to do so, so am at a loss for a true review and opinion. Rec programs hit kids that aren't eligible for school programs. You NEED BOTH programs to keep kids engaged in healthy activities!

Our experience with soccer, softball & track have been extremely positive. There is a significant need for improved basketball practice facilities - the multi-purpose room at MCS is inadequate and over-utilized.

**Please skip to question 23**

\*\*\*\*\*

**19. Please rate the overall athletic program run by the School District.**

Answered: 9 Skipped: 28

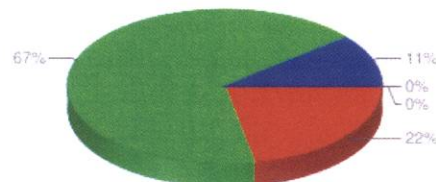
☐ The program is managed very well and needs little improvement (2)

☐ The program is run well but still has room for improvement (6)

☐ The program is average and is in need of some improvements (1)

☐ The program does not meet your expectations and needs improvements (0)

☐ The program is well below expectations and needs significant improvements (0)



**20. What is the greatest strength of the School Athletic Department?**

Answered: 6 Skipped: 31

all are able to participate - teaching many values and providing huge health benefits and setting up great habits for life is fantastic

emphasis on academics

great staff & coaches.

They seem to back up what they say regarding policy

Athletic director



support from community/teachers

**21. What is the biggest opportunity for improvement for the Athletic Department?**

Answered: 5 Skipped: 32

off season opportunities with sportd  
organization and better communication.  
participation by more players  
Coaching  
sport camps during summer

**22. Any other comments about School Athletics?**

Answered: 4 Skipped: 33

More information given to parents and player regarding offerings to athletes outside of Moultonborough. Information outside of what is offered by existing coaches  
I have no experience here...my kids are too young.  
there is definite favoritism towards the more talented players, if more effort was involved in skill formation in the younger grades, there may be more talent.  
Coaching has been hit or miss. There are some coaches that are simply fantastic (mr. Husmann). Others do not take the sport seriously for middle school athletics

**23. Do you have any comments or suggestions or want to elaborate on a previous answer? (please indicate which question you are elaborating on)**

Answered: 10 Skipped: 27

Both programs are well run by qualified individuals. Tampering with a good thing is unnecessary. If it's not broke - don't fix it.  
I am understanding of the need to discuss risks of sport and all the rules for participation - BUT - Having to attend these mandatory meetings for fall/winter and then in spring again every year from 7 - 12 grade is absolutely a waste of time. If there is a change in policy send a letter and have the parents sign off. 10 of these meetings with essentially the same information for a child in sports is hard to support.  
Separate directors for separate levels will help to insure the strength and integrity of our town's athletic/sport programs. My kids make good use of the rec dept's programs. I hope whatever happens no programs would be lost. We do feel we need an additional gymnasium, as the school cafe is a bit questionable for certain sports.  
the kids come out of the recreation program with no basic skills in any sport, its not taken seriously enough  
i find the rec dept staff to be more  
enthusastic than the school. i would like to be offered more programs. i do, on the other hand, have a problem with the "no competition" attitude - "everyone is a winner". i feel it is necessary to teach our children early how to compete and how to strive to be better. my son is now in the tackle football program up in plymouth, because nobody offers it around here.  
It would be nice if the school reached out to other opportunities in the community. One of MA's teacher's is related to a top award winning agility school. This is the sport of my child's interest and we have had to pursue it on our own. How about stepping outside the box?  
Merging youth sports into a competitive interscholastic sport program would be detrimental to many average athletes because the emphasis of youth sports will inevitably change from fun to winning!  
I do not see why kids cannot carry skis or golf clubs on a bus. It is a huge burden for parents  
I find the whole thing very complicated. When we arrived in town just over a year ago I had no idea what was going on and it's taken me until now to begin to understand the various programmes and how they are administered.

# APPENDIX C

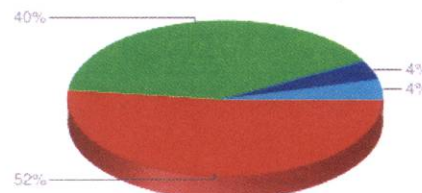
## Afterschool Activities Survey 8/5/2011

Responses: 29

### 1. How many children do you have who participate in afterschool programs?

Answered: 25 Skipped: 4

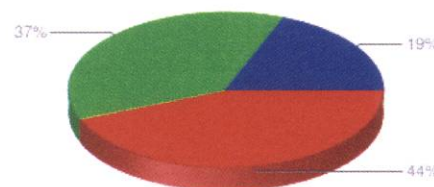
- 1 (13)
- 2 (10)
- 3 (1)
- more than 3 (1)



### 2. Which school does your child attend?

Answered: 27 Skipped: 2

- Moultonborough Academy (12)
- Moultonborough Central School (10)
- I have children in both MA and MCS (5)



### 3. Where would you and your child prefer after school activities to be located, with 1 being your first choice, 2 being your 2nd choice, and 3 being your 3rd choice.

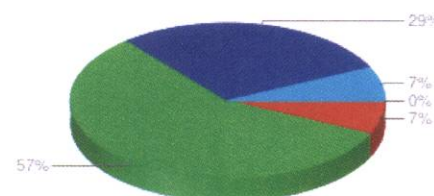
Answered: 82 Skipped: -53

	1	2	3	Avg
The Community Center on Holland Street	12.20% (10)	6.10% (5)	14.63% (12)	2.07
Moultonborough Central School	13.41% (11)	12.20% (10)	8.54% (7)	1.86
Moultonborough Academy	12.20% (10)	13.41% (11)	7.32% (6)	1.85

### 4. About how late would you ideally want an afterschool program to run so that you can pick up your child conveniently?

Answered: 28 Skipped: 1

- 4pm (2)
- 5pm (16)
- 6pm (8)
- 7pm (2)
- After 7pm (0)

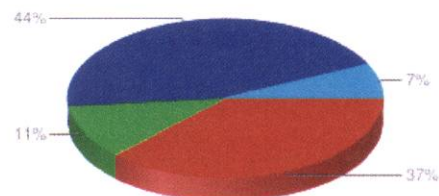


### 5. Which of the following is true about the afterschool participation of your children within the past two years?

Answered: 27 Skipped: 2



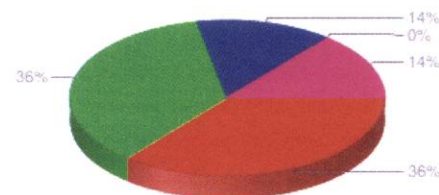
- My children participate in both School and the Recreation Department afterschool programs (If you chose this answer, please continue to question 6) (10)
- My children have only participated in the "Drop-in Program" run by the Recreation Department (If you chose this answer, please continue to question 10) (3)
- My children have only participated in afterschool programs offered by the School District (If you chose this answer, please continue to question 12) (12)
- My children do not participate in any non-athletic afterschool programs offered by the School or the Town (If you chose this answer, please continue to question 14) (2)



#### 6. Please rate the "Drop-in Program" run by the Recreation Department.

Answered: 14 Skipped: 15

- The program is managed very well and needs little improvement (5)
- The program is run well but still has room for improvement (5)
- The program is average and is in need of some improvement (2)
- The program is below your expectations and needs improvement (0)
- The program is well below expectations and needs significant improvement (2)



#### 7. Please rank the following aspects of the Recreation Department "Drop-in Program" according to your child's preference, with 1 being your child's favorite, 2 being their 2nd favorite, 3 being their 3rd favorite and 4 being least favorite.

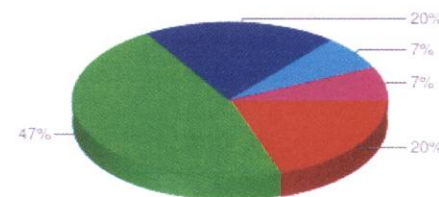
Answered: 56 Skipped: -27

	1	2	3	4	Avg
The Staff	14.29% (8)	3.57% (2)	7.14% (4)	0% (0)	1.71
Activities	7.14% (4)	10.71% (6)	7.14% (4)	0% (0)	2.00
Other Participants	1.79% (1)	10.71% (6)	5.36% (3)	7.14% (4)	2.71
Location/Facilities	1.79% (1)	0% (0)	5.36% (3)	17.86% (10)	3.57

#### 8. Please rate the afterschool programs offered by the School.

Answered: 15 Skipped: 14

- The programs are managed very well and need little improvement (3)
- The programs are managed well but still have room for improvement (7)
- The programs are average and are in need of some improvement (3)
- The programs are not managed well and need improvement (1)
- The programs are managed very poorly and need significant improvement (1)



#### 9. Please rank the following aspects of the School District afterschool programs according to your child's preference, with higher numbers being more favorable and lower numbers being less favorable.

Answered: 51 Skipped: -22

	1	2	3	4	Avg
The staff	5.88% (3)	7.84% (4)	5.88% (3)	3.92% (2)	2.33

Activities	17.65% (9)	0% (0)	5.88% (3)	1.96% (1)	1.69
Other participants	0% (0)	11.76% (6)	3.92% (2)	7.84% (4)	2.83
Location/facilities	7.84% (4)	5.88% (3)	5.88% (3)	7.84% (4)	2.50

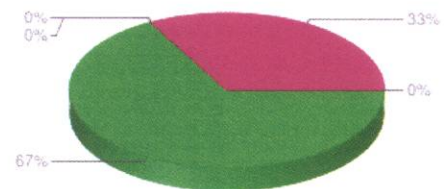
Please skip down to question 17

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**10. Please rate the "Drop-in Program" run by the Recreation Department with 1 being your child's favorite, 2 being their 2nd favorite, 3 being their 3rd favorite and 4 being least favorite.**

Answered: 3 Skipped: 26

- The program is managed very well and needs little improvement (0)
- The program is run well but has room for improvement (2)
- The program is average and is in need of some improvement (0)
- the program is below your expectations and needs improvement (0)
- The program is well below expectations and needs significant improvement (1)



**11. Please rank the following aspects of the Recreation Department "Drop-in Program" according to your child's preference, with higher numbers being more favorable and lower numbers being less favorable.**

Answered: 8 Skipped: 21

	1	2	3	4	Avg
The staff	12.50% (1)	0% (0)	12.50% (1)	0% (0)	2.00
Activities	12.50% (1)	0% (0)	12.50% (1)	0% (0)	2.00
Other participants	0% (0)	12.50% (1)	0% (0)	12.50% (1)	3.00
Location/facilities	0% (0)	12.50% (1)	0% (0)	12.50% (1)	3.00

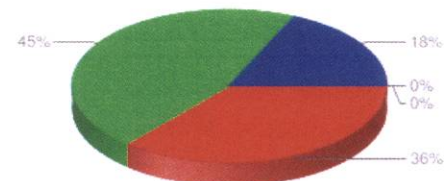
Please skip down to question 17

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**12. Please rate the afterschool programs offered by the School.**

Answered: 11 Skipped: 18

- The programs are managed very well and need little improvement (4)
- The programs are managed well but still have room for improvement (5)
- The programs are average and are in need of some improvement (2)
- The programs are not managed well and need improvement (0)
- The programs are managed very poorly and need significant improvement (0)





**13. Please rank the following aspects of the School District afterschool programs according to your child's preference, with 1 being your child's favorite, 2 being their 2nd favorite, 3 being their 3rd favorite, and 4 being their least favorite.**

Answered: 34 Skipped: -5

	1	2	3	4	Avg
The staff	11.76% (4)	8.82% (3)	2.94% (1)	2.94% (1)	1.89
Activities	8.82% (3)	8.82% (3)	5.88% (2)	2.94% (1)	2.11
Other participants	2.94% (1)	8.82% (3)	5.88% (2)	5.88% (2)	2.63
Location/facilities	2.94% (1)	0% (0)	8.82% (3)	11.76% (4)	3.25

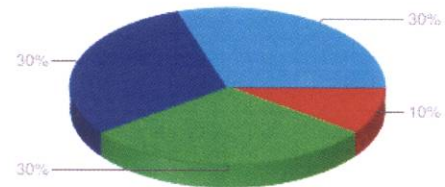
**Please skip down to question 17**

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**14. If your child does not participate in any afterschool programs run by either the Town or the School. (check all that apply)**

Answered: 6 Skipped: 23

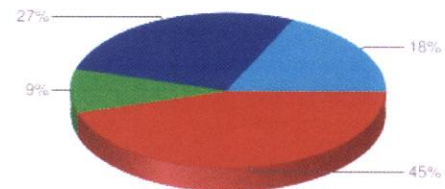
- ☒ My child has some sort of private supervision (babysitter, day-care facility, etc.) (1)
- ☒ My child goes home to be supervised by a family member (3)
- ☒ My child goes home unsupervised (3)
- ☒ My child participates in some other activity (such as athletics) (3)



**15. Which of the following is the biggest reason why your child does not participate in Town or School afterschool activities? (check all that apply)**

Answered: 6 Skipped: 23

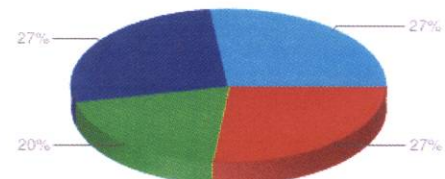
- ☒ Child is not interested in any of the programs offered (5)
- ☒ Child's friends do not participate (1)
- ☒ You have no way to pick up your child when the programs end (3)
- ☒ Child is too busy participating in other activities (2)



**16. What improvements or changes might lead to your child participating in afterschool programs? (check all that apply)**

Answered: 6 Skipped: 23

- ☒ More information about existing programs (4)
- ☒ If programs ran later in the day (3)
- ☒ If programs were more conveniently located (4)
- ☒ If there was a better way for my child to get home (4)



**17. Do you have any other comments or suggestions or want to elaborate on a previous answer? (please indicate which question you are elaborating on)**

Answered: 12 Skipped: 17

It would be nice if kids could ride the late bus home after activities(all ages)  
longer program days s the working parent could send there children

First off I would like to state that my children do not "need" to participate in activities because I am looking for childcare, they participate for social/academic reasons. I have one child who sporadically attends the drop in program, but the facilities are quite limited. There is not a lot of room for running, playing outdoor games, etc. and the indoor facilities aren't much better. There is only so much the recreation department can do with the facility currently used. The school based activities are usually more specific - gymnastics, stay and play, homework club, etc. and the school facilities are fine.

General: I think there is a huge opportunity to offer programs for kids that are interested in things other than sports (i.e. chess, performing, schoolyard games, or more 'out of the box' like wii tournaments). I also think parents/kids would be interested in activities similar to RECKing Crew field trips as after-school events (i.e. hikes, mini-golf, movies, etc.) Another idea would be community service type activities that kids could participate in - teaching them the importance of giving back. At the same time, I also realize that facilities and resources are the major hurdles faced.

#11 - My child would like the Community Center more if there was increased outdoor space for games/activities.

Most people work until five. Programs to to be directly after school and either offer late bus or have them run until 5:15-5:30. Also, the drop in program needs to be available every day. The schedule is not consistent. The facility isn't big enough or easy to get to. The bus should drop the kids off at the beginning of the route not at the end. It isn't safe to walk on route 25.

my child does not want to participate in any school activities at the school when school is over they cant wait to get away from school and go somewhere else, my child only has 2 years left at the central school and hope the rec stays separte from the school, there are way to many older people in this town that would never approve more money for the schools programs, the rec dept is running smoothly i do not know why anyone would want to change that !!!

My child does not participate.

Many of the after school programs at the school require regular attendance in a "club" or group. The rec. dept. program does not. It is nice to know that my children can attend the rec. dept. program on a "drop in" basis, she does not have to be part of a club or group that meets regularly after school, to attend the program. Sometimes she just needs somewhere to go in between other activities, and the rec. has been a good outlet for her. She also thinks it is fun, and the atmosphere is relaxing.

The summer teen adventure is wonderful. The two councelors are great with the kids and my daughter has a wonderful time.

The staff does a great job offering fun activities after school!

I think that the recreation building is too small and not very welcoming. sorry. no offense

A wider range of activities for all kids, not just sports interested activities would be great. Not all children are the same and have the same interests and maybe a technology program??? Just an idea maybe new topics every few months???

After-school gymnastics is/was dangerously under-supervised. There should be more clubs, such as chess club, etc. (they could even be led by parent volunteers)



Appendix D: Moultonborough Recreation Department Youth Sport Numbers (2006-2010)

	Level	Boys	Girls	Total
<b>2006</b>				
<b>Soccer</b>	Kindergarten			14
	Instructional (R-2)			34
	3rd & 4th			43
	5th & 6th			72
	<b>Soccer Total</b>			<b>163</b>
<b>Basketball</b>	Kindergarten			16
	Instructional (R-2)	29	11	40
	3rd & 4th	24	28	52
	5th & 6th	28	27	55
	<b>Basketball Total</b>	<b>81</b>	<b>66</b>	<b>163</b>
<b>Baseball &amp; Softball</b>	Kindergarten			22
	Instructional (R-2)	37	10	47
	3rd & 4th	31	24	55
	5th & 6th	25	27	52
	<b>Base/Soft Total</b>	<b>93</b>	<b>61</b>	<b>176</b>
<b>Hershey Track &amp; Field</b>	<b>Track Total</b>			<b>42</b>
	<b>Non-baseball total</b>			<b>429</b>
	<b>2006 Total</b>			<b>528</b>
<b>2007</b>				
<b>Soccer</b>	Kindergarten			24
	Instructional (R-2)			58
	3rd & 4th			46
	5th & 6th			57
	<b>Soccer Total</b>			<b>185</b>
<b>Basketball</b>	Kindergarten			13
	Instructional (R-2)	36	9	45
	3rd & 4th	23	27	50
	5th & 6th	27	31	58
	<b>Basketball Total</b>			<b>166</b>
<b>Baseball &amp; Softball</b>	Kindergarten			21
	Instructional (R-2)	43	17	60
	3rd & 4th	28	19	47
	5th & 6th	18	28	46
	<b>Base/Soft Total</b>	<b>89</b>	<b>64</b>	<b>174</b>
<b>Hershey Track &amp; Field</b>	<b>Track Total</b>			<b>31</b>
	<b>Non-baseball total</b>			<b>446</b>
	<b>2007 Total</b>			<b>556</b>

Appendix D: Moultonborough Recreation Department Youth Sport Numbers (2006-2010)

	Level	Boys	Girls	Total
<b><u>2008</u></b>				
<b>Soccer</b>	Kindergarten			17
	Instructional (R-2)			51
	3rd & 4th			47
	5th & 6th			46
	<i>Soccer Total</i>			<i>161</i>
<b>Basketball</b>	<i>Kindergarten</i>			<i>20</i>
	Instructional (R-2)	29	12	41
	3rd & 4th	26	18	44
	5th & 6th	28	30	58
	<i>Basketball Total</i>	<i>83</i>	<i>60</i>	<i>163</i>
<b>Baseball &amp; Softball</b>	<i>Kindergarten</i>			<i>25</i>
	Instructional (R-2)	41	15	56
	3rd & 4th	30	<i>12</i>	<i>42</i>
	5th & 6th	33	15	48
	Base/Soft Total	104	42	171
<b>Hershey Track &amp; Field</b>	<i>Track Total</i>			<i>32</i>
	<i>Non-baseball total</i>			<i>423</i>
	<i>2008 Total</i>			<i>527</i>
<b><u>2009</u></b>				
<b>Soccer</b>	Kindergarten			22
	Instructional (R-2)			44
	3rd & 4th			43
	5th & 6th			36
	<i>Soccer Total</i>			<i>145</i>
<b>Volleyball</b>	<i>Volleyball Total</i>			<i>17</i>
<b>Flag Football</b>	<i>Flag Football Total</i>			<i>10</i>
<b>Basketball</b>	Kindergarten			6
	Instructional (R-2)	23	16	39
	3rd & 4th	14	23	37
	5th & 6th	29	33	62
	<i>Basketball Total</i>	<i>66</i>	<i>72</i>	<i>144</i>
<b>Baseball &amp; Softball</b>	Kindergarten			15
	Instructional (R-2)	32	16	48
	3rd & 4th	28	21	49
	5th & 6th	33	14	47
	<i>Base/Soft Total</i>	<i>93</i>	<i>51</i>	<i>159</i>
<b>Hershey Track &amp; Field</b>	<i>Track Total</i>			<i>32</i>
	<i>Non-baseball total</i>			<i>414</i>
	<i>2009 Total</i>			<i>507</i>



Appendix D: Moultonborough Recreation Department Youth Sport Numbers (2006-2010)

	Level	Boys	Girls	Total
<b>2010</b>				
<b>Soccer</b>	Kindergarten			27
	Instructional (R-2)			43
	3rd & 4th			36
	5th & 6th			44
	<i>Soccer Total</i>			<i>150</i>
<b>Volleyball</b>	<i>Volleyball Total</i>			<i>16</i>
<b>Basketball</b>	Kindergarten			12
	Instructional (R-2)	22	14	36
	3rd & 4th	18	12	30
	5th & 6th	20	22	42
	<i>Basketball Total</i>	<i>60</i>	<i>48</i>	<i>120</i>
<b>Softball</b>	Kindergarten			21
	Instructional (R-2)			17
	3rd & 4th			18
	5th & 6th			15
	<i>Softball &amp; TBALL Total</i>			<i>71</i>
<b>Hershey Track &amp; Field</b>	<i>Track Total</i>			<i>33</i>
	<i>2010 Total</i>			<i>390</i>
<b>2011</b>				
<b>Soccer</b>	Kindergarten			TBD
	Instructional (R-2)			TBD
	3rd & 4th			TBD
	5th & 6th			TBD
	<i>Soccer Total</i>			<i>TBD</i>
<b>Volleyball</b>	<i>Volleyball Total</i>			<i>TBD</i>
<b>Basketball</b>	Kindergarten			14
	Instructional (R-2)	20	11	31
	3rd & 4th	18	17	35
	5th & 6th	30	18	48
	<i>Basketball Total</i>	<i>68</i>	<i>46</i>	<i>128</i>
<b>Softball</b>	Kindergarten			27
	Instructional (R-2)			14
	3rd & 4th			20
	5th & 6th			17
	<i>Softball &amp; TBALL Total</i>			<i>78</i>
<b>Hershey Track &amp; Field</b>	<i>Track Total</i>			<i>31</i>
	<i>Total</i>			<i>237</i>

\* Baseball became Cal Ripken in 2010 (privatized) thus reducing Rec. yearly participation numbers

Appendix E: Moultonborough Academy Varsity Sport Numbers (2008-2011)

<b>Sport</b>	<b>Level</b>	<b>Gender</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
Alpine Ski	ML	COED	8	6	1
Alpine Ski	V	COED	7	7	18
Baseball	ML	B	21	18	22
Baseball	JV	B	15	14	11
Baseball	V	B	15	15	17
Basketball	ML	B	16	14	16
Basketball	JV	B	15	11	14
Basketball	V	B	14	14	17
Basketball	ML	G	21	20	24
Basketball	JV	G	13	13	9
Basketball	V	G	12	10	12
Football	V	B	NA	NA	15
Golf	ML	COED	6	7	9
Golf	V	COED	12	12	16
Ice Hockey	V	COED	11	11	11
Nordic Ski	ML	COED	17	13	25
Nordic Ski	V	COED	17	17	24
Soccer	ML	B	24	16	24
Soccer	JV	B	14	21	12
Soccer	V	B	14	16	17
Soccer	ML	G	16	14	15
Soccer	JV	G	13	16	13
Soccer	V	G	14	12	18
Softball	ML	G	15	14	16
Softball	JV	G	17	0	12
Softball	V	G	14	15	17
Tennis	V	B	9	14	18
Tennis	ML	COED	14	20	9
Tennis	V	G	8	6	23
Track	ML	COED	15	22	12
Track	V	COED	8	18	16
Volleyball	ML	G	13	18	23
Volleyball	JV	G	9	11	8
Volleyball	V	G	8	8	10
X-C	V	COED	11	10	14



Appendix F: Moultonborough Recreation - Varsity Youth Sport Numbers (2008-2011)

<b>Sport</b>	<b>Level</b>	<b>Gender</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Basketball	ML	B	16	14	16	
Basketball	JV	B	15	11	14	
Basketball	V	B	14	14	17	
Basketball	<i>ALL</i>	<i>B</i>	<i>45</i>	<i>39</i>	<i>47</i>	
Basketball	ML	G	21	20	24	
Basketball	JV	G	13	13	9	
Basketball	V	G	12	10	12	
Basketball	<i>ALL</i>	<i>G</i>	<i>46</i>	<i>43</i>	<i>45</i>	
Basketball	<i>ALL SCHOOL</i>	<i>BOTH</i>	<i>91</i>	<i>82</i>	<i>92</i>	
Basketball	Kindergarten	COED	20	6	12	14
Basketball	Instructional (R-2)	B	29	23	22	20
Basketball	3rd & 4th	B	26	14	18	18
Basketball	5th & 6th	B	28	29	20	30
Basketball	<i>ALL</i>	<i>B</i>	<i>83</i>	<i>66</i>	<i>60</i>	68
Basketball	Instructional (R-2)	G	12	16	14	11
Basketball	3rd & 4th	G	18	23	12	17
Basketball	5th & 6th	G	30	33	22	18
Basketball	<i>ALL</i>	<i>G</i>	<i>60</i>	<i>72</i>	<i>48</i>	46
Basketball	<i>ALL REC</i>	<i>BOTH</i>	<i>163</i>	<i>144</i>	<i>120</i>	
Soccer	ML	B	24	16	24	
Soccer	JV	B	14	21	12	
Soccer	V	B	14	16	17	
Soccer	<i>ALL</i>	<i>B</i>	<i>52</i>	<i>53</i>	<i>53</i>	
Soccer	ML	G	16	14	15	
Soccer	JV	G	13	16	13	
Soccer	V	G	14	12	18	
Soccer	<i>All</i>	<i>G</i>	<i>43</i>	<i>42</i>	<i>46</i>	
Soccer	<i>ALL SCHOOL</i>	<i>BOTH</i>	<i>95</i>	<i>95</i>	<i>99</i>	
Soccer	Kindergarten	COED	17	22	27	
Soccer	Instructional (R-2)	COED	51	44	43	
Soccer	3rd & 4th	COED	47	43	36	
Soccer	5th & 6th	COED	46	36	44	
Soccer	<i>ALL REC</i>	<i>COED</i>	<i>161</i>	<i>145</i>	<i>150</i>	
Baseball	ML	B	21	18	22	
Baseball	JV	B	15	14	11	
Baseball	V	B	15	15	17	
Baseball	<i>ALL SCHOOL</i>	<i>B</i>	<i>51</i>	<i>47</i>	<i>50</i>	
TBALL	Kindergarten	COED	25	15	21	27
Baseball	Instructional (R-2)	B	41	32	X	
Baseball	3rd & 4th	B	30	28	X	
Baseball	5th & 6th	B	33	33	X	
Baseball	<i>ALL REC</i>	<i>B</i>	<i>104</i>	<i>93</i>	<i>X</i>	

Appendix F: Moultonborough Recreation - Varsity Youth Sport Numbers (2008-2011)

<b>Sport</b>	<b>Level</b>	<b>Gender</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Softball	ML	G	15	14	16	
Softball	JV	G	17	0	12	
Softball	V	G	14	15	17	
Softball	<i>ALL SCHOOL</i>	<i>G</i>	<i>46</i>	<i>29</i>	<i>45</i>	
Softball	Instructional (R-2)	G	15	16	17	14
Softball	3rd & 4th	G	12	21	18	20
Softball	5th & 6th	G	15	14	15	17
Softball	<i>ALL REC</i>	<i>G</i>	<i>42</i>	<i>51</i>	<i>50</i>	51
Volleyball	ML	G	13	18	23	
Volleyball	JV	G	9	11	8	
Volleyball	V	G	8	8	10	
Volleyball	<i>ALL SCHOOL</i>	<i>G</i>	<i>30</i>	<i>37</i>	<i>41</i>	
Volleyball	<i>ALL REC</i>	<i>G</i>	<i>X</i>	<i>17</i>	<i>16</i>	
Track	ML	COED	15	22	12	
Track	V	COED	8	18	16	
Track	<i>ALL SCHOOL</i>	<i>COED</i>	<i>23</i>	<i>40</i>	<i>28</i>	
Track	Hershey Track & Field	COED	32	32	33	31
Cross Country	V	COED	11	10	14	
Alpine Ski	ML	COED	8	6	1	
Alpine Ski	V	COED	7	7	18	
Alpine Ski	<i>ALL SCHOOL</i>	<i>COED</i>	<i>15</i>	<i>13</i>	<i>19</i>	
Ice Hockey	V	COED	11	11	11	
Golf	ML	COED	6	7	9	
Golf	V	COED	12	12	16	
Golf	<i>ALL SCHOOL</i>	<i>COED</i>	<i>18</i>	<i>19</i>	<i>25</i>	
Nordic Ski	ML	COED	17	13	25	
Nordic Ski	V	COED	17	17	24	
Nordic Ski	<i>ALL SCHOOL</i>	<i>COED</i>	<i>34</i>	<i>30</i>	<i>49</i>	
Tennis	ML	COED	14	20	9	
Tennis	V	G	8	6	23	
Tennis	V	B	9	14	18	
Tennis	<i>ALL SCHOOL</i>	<i>BOTH</i>	<i>31</i>	<i>40</i>	<i>50</i>	
Football	V	B	NA	NA	15	



## Appendix G: Recreation and Athletics Profile

- **Town/city-** St. Johnsbury, VT.
- **Setting-** The town Recreation Department had been operating out of an old federal armory. The building needed updating and repairs, however the town was never willing to make the repairs. Eventually the building was condemned and the Recreation Director moved into the St. Johnsbury public elementary school. At the beginning of 2009 St. Johnsbury Academy reached a five year agreement with the town to take in the recreation department for a nominal fee of \$10,000 per year. The Academy viewed this as an investment that was good for community relations and in the overall interest of the school and the town.
- **Structure-** Recreation Department and Academy Athletics are separate departments with separate staffs, although they do coordinate more than they did when they were separate. In terms of scheduling, the Academy schedules for their needs and then hands it over to the Recreation Director to fill in the blanks. Recreation Department's only full-time year round employee is the Recreation Director.
- **Challenges-** Avoiding the mentality that the Recreation Department is an athletic "feeder program," especially now that it is part of the school. Recreation Department is still not having much luck expanding its programming, especially sport, to cover the high school age kids.
- **Pluses-** Some cost savings thanks to one-stop shopping for tasks such as purchasing equipment. Being in the private school has somewhat removed the target from the Recreation Department in terms of budget cuts and the Recreation Department has more resources available.
- **Minuses-** Recreation Department has lost some of its autonomy. Recreation Department does see more pressure to be competitive and to serve as a "feeder program."

## Appendix H: Recreation and Athletics overview

- **Town/city**- Portsmouth, NH.
- **Setting**- For several years Portsmouth High School had been having trouble with their Athletic Director and the overall management of school athletics. When the AD left they tried using a vice-principal as the part time AD, although this system did not work any better. It was at this point, that the City Manager recommended that the Recreation Director also serve as Athletic Director. Although there was a lot of concern about how well this system would work, this course of action was carried out and has been in place for about six years.
- **Structure**- Separate Recreation (City) and HS Athletic (School) Departments still exist, however they are both organized under the same two people, the Recreation/Athletic Director and the Assistant Athletic/Recreation Director. Each department has their own secretary/clerk although the staffs are able to coordinate and work across departments in times of need. The Director is a city employee who receives a stipend (about 20% of his take-home pay) from the school to be AD. Over the course of the year his time is probably split roughly 50/50, with a Recreation focus during the summer and a HS Athletics focus during the school year. The Assistant receives half of his pay from the city and half from the school. The total cost to the school district is roughly \$47,000 for what amounts to essentially two full time positions to manage high school athletics. The director and the assistant have office space located in the school with other components of the Recreation Department staff located at other facilities. In terms of athletics/youth sport, the director currently oversees grade K-4 and 9-12, however over the next two years he will oversee 6-8 (middle school) and 5 (elementary school) athletics to fill in the gaps. Most of the director's work is administrative, including attending meetings, overseeing and managing player/coach issues, and developing/implementing the budgets.
- **Challenges**- The first year of this transition was the most challenging because the Recreation Director had to get up to speed in terms of High School Athletics. After that year everything has gone pretty smoothly. It was important to have someone with credibility and respect in the community to serve as the first dual director.
- **Pluses**- Having one director has increased accountability; if someone has an issue they know exactly who to go to. People cannot get bounced around between the two departments. One director simplifies scheduling; he has a big picture perspective on all of the programs and facilities. There is also no back and forth between two department heads. This situation has made it easier to find facility time for non-athletic recreation activities because gaps can be filled in more smoothly. All athletics are considered



“Portsmouth sport” rather than recreation sports and school sports. More intermingling between High School coaches and players and Recreation programs, such as summer clinics. This has helped youths build skills and also get excited about continuing in the program. Director estimates that they have saved hundreds of thousands of dollars since this change.

- **Minuses**- The change created two positions with a lot of responsibility, which must be filled with the right people. A lot of day to day operation is deferred to administrative staff, requiring skilled people at that level as well.

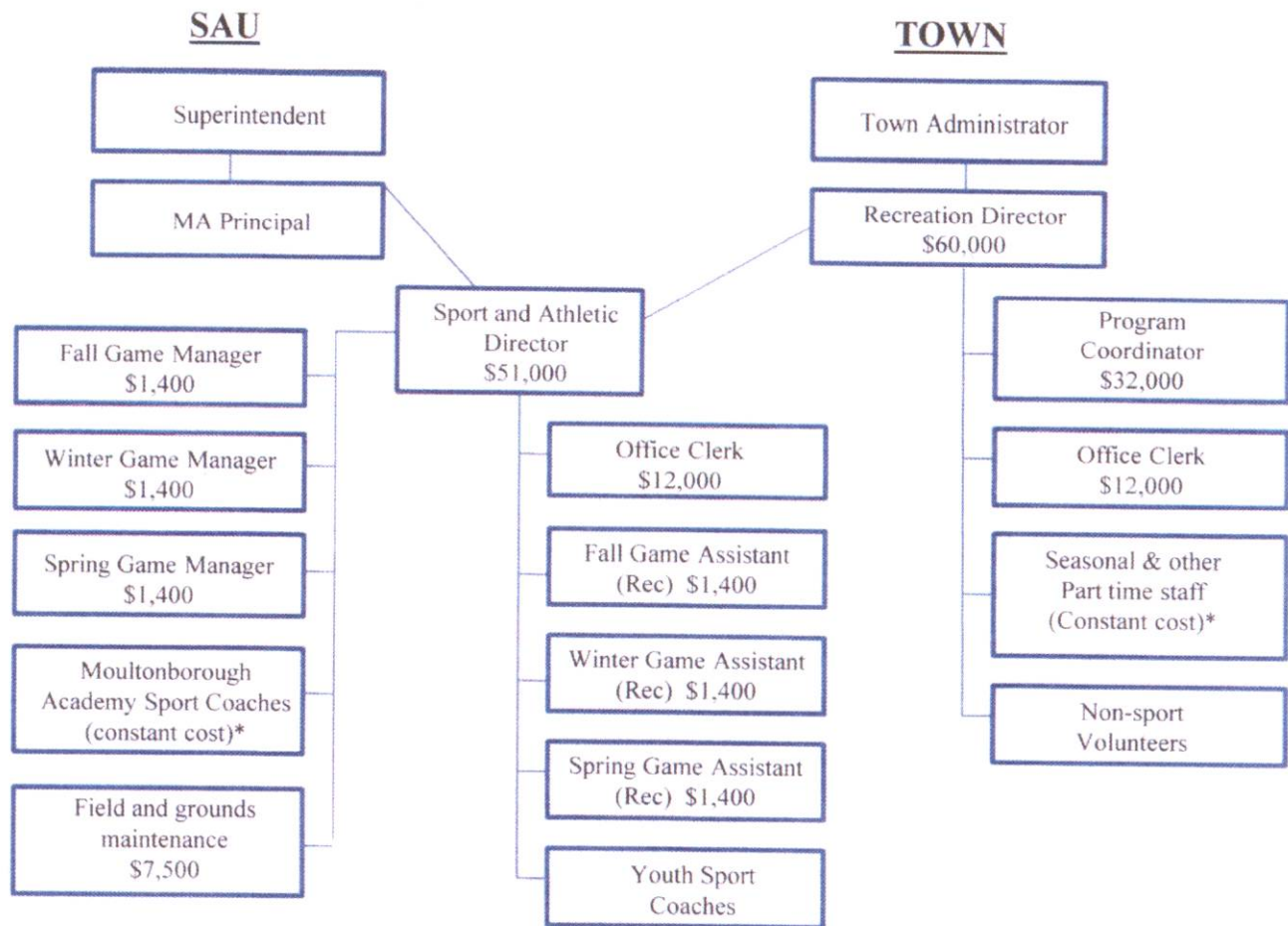
## Appendix I: Recreation and Athletics Profile

- **Town/city-** Raymond, NH.
- **Setting-** Since 1971 the Recreation Director has scheduled school facilities when school is not in session. There are no comparable town-owned recreation facilities so school property is really the only option for all activities. In scheduling, school activities always take precedence over other activities. For sports, the school gives the Recreation Director their schedule and recreation activities are fit in around that.
- **Structure-** Separate Recreation Director and Athletic Director (part-time stipend).
- **Challenges-** Lack of communication can cause a lot of issues.
- **Pluses-** Summer schedules are coordinated so that the schools can be used for recreation programming for a majority of the summer. Creates a better sense of community ownership of the schools. Taxpayers get a better return on the investment of the schools by also using them in "community center" capacities. Ultimately positive in terms of school-community relations.
- **Minuses-** There can be a lot of negative reaction when the school "bumps" something that was scheduled far in advance. The situation can be challenging for school administrators who are used to more traditional arrangements and school usage. Outside groups who use the buildings are not always fully compliant in terms of following regulations (clean up after themselves, stay in designated areas, etc.).



## Appendix J: Proposed Organizational Chart

(effective 07/01/2012)



Total Salaries: \$183,000

4.5 Full Time Equiv.

3 Full Time Benefits

\*These costs are Rec/sport related, but are not being changed by this recommendation and thus are not factored into calculations

## Appendix K: Draft Sport and Athletics Director Job Description

### DRAFT FOR DISCUSSION PURPOSES ONLY

#### Town of Moultonborough

#### Job Description

**Department:** Recreation Department / Athletic Department  
**Job Title:** Sport and Athletics Director  
**Grade:** TBD

#### Supervision:

For Recreation Department responsibilities operates under the supervision of the Recreation Director; for Athletic Department responsibilities operates under the supervision of the MA Principal and SAU #45 Superintendent. Due to this split supervision, tasks will be separated by Recreation Department tasks and Athletic Department tasks.

#### Primary Purpose:

To manage, coordinate, schedule, and supervise all Recreation Department and Athletic Department sport programs.

#### Essential Duties and Responsibilities:

The essential duties or functions listed below are illustrations of the type of work performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Recreation Department duties and responsibilities:

- Recreation sport administrator:
  - Primary manager for 75-100 youth sport volunteers
  - Recruit and assign coaches, meet with them prior to each season to review schedules and expectations, and evaluate them during and at the end of each sport season
  - Organize teams based on registration and schedule practices and games
- Staff manager:
  - *Hires, oversees, and fires Recreation Department seasonal Game Assistants with Recreation Director approval*
  - Provides the Director as needed with input in the evaluation of staff
  - Recruits volunteers, seasonal staff, and recreation staff
  - Assists the Director during the interview and hiring of staff



- ***With the assistance of seasonal Game Assistants ensures that sport events are staffed as is deemed appropriate***
- Manager of ***summer*** volunteers with the assistance of the ***Program Coordinator***
- Assists the Recreation Director with the budget creation and implementation ***as needed***
- Waterfront Management: assist the Director with training and supervising aquatic staff and overseeing town beaches
- Performs risk management assessments for the Department
- ***Supervise and schedule all Town-owned recreation facilities*** (including, but not limited to, any gyms, athletic fields, program rooms, or auditoriums that the Town owns currently or at any point in the future) ***and coordinate with the Recreation Director and school staff to schedule non-sport events at these facilities to the extent possible***
- Facilitates meetings, trainings, and educational sessions
- Instructs training, educational, and informational sessions
- Responds to inquiries and emergency situations
- ***Advises administrative support*** as to equipment needs and budgetary constraints
- Assists Director in evaluating ***summer and sport*** events, programs, and volunteers
- Chaperones ***summer and sport*** events, programs, and trips
- Maintains partnership & collaboration of events and programs
- Strategically plans facility improvement, program development, and staff development
- Represents the department to the community and other organizations at events
- Creates, plans, implements, and supervises ***summer and sport*** events, activities, and programs
- ***Oversee administrative and office functions performed by administrative support, such as:*** payroll; equipment purchasing; registration processing; creating brochures, notices, and forms; and updating the Department web page
- ***Attends Recreation Advisory Board meetings as schedule allows***
- Coordinate ***summer*** programs with assistance of the ***Program Coordinator***
- Maintains partnership & collaboration of facility usage
- ***Oversees Town DPW maintenance program of athletic fields as well as athletic field mowing, lining, and trimming***
- ***Take necessary steps to ensure all Town-owned recreation facilities are prepared for scheduled use***
- Fills in for the Recreation Director when the Director is on vacation or other leave

Athletic Department duties and responsibilities:

- Oversee organization and administration of interscholastic and intramural athletic program
- Develop and maintain appropriate Athletic Department rules and regulations governing the conduct of athletes and coaches

- Assumes responsibility for the academic and physical eligibility of all athletes, both on the local level and for the NHIAA
- Creates and administers the Athletic Department budget *with administrative support*
- Supervises all athletic department fund-raising events *with Game Manager and administrative support*
- Arranges with the school nurse for all physical examinations of student-athletes
- Performs such other tasks and assumes such responsibilities as may from time-to-time be assigned by the MA Principal and/or the Superintendent
- Hire and assign coaches, meet with them prior to each season to review schedules and expectations, and evaluate them during and at the end of each sport season
- *Ensure that Game Managers and administrative support maintain and update the Moultonborough Academy Athletic Department webpage*
- Provide for Coaches Education to include Coaching Principles, Sport First Aid, and CPR
- *Supervise and schedule School-owned recreation facilities* (including, but not limited to, any gyms, athletic fields, multipurpose rooms, or program rooms that the School District owns currently or at any point in the future- auditoriums will continue to be supervised by the Auditorium Director) *and coordinate with the Recreation Director and school staff to schedule non-sport events at these facilities to the extent that they can be*
- Create and confirm transportation schedule for all Moultonborough Academy athletic teams *with administrative support*
- Hire and confirm game officials for all home contests *with administrative support*
- Plans and executes an awards ceremony for all teams at the end of each sport season *with Game Manager and administrative support*
- Arranges for game administrative coverage with the assistance of the season's Game Manager for each home contest and away contests as needed to ensure proper sportsmanship is adhered to at all games by athletes, coaches, and fans
- Arranges details for all visiting team needs *with the assistance of the Game Manager*
- Preparing documentation for NHIAA each season that involves eligibility of players, varsity teams schedules, and meeting all deadlines for NHIAA paperwork to avoid late fee assessments
- Maintains and inspects all athletic equipment to ensure it meets all necessary safety requirements and that it will be useable for next season *with Game Manager and administrative support*
- Collects and stores athletic uniforms and maintains an up-to-date inventory of all uniforms, equipment, and supplies *with Game Manager and administrative support*
- *Oversees School athletic field maintenance program as well as athletic field mowing, lining, and trimming*
- Attends New Hampshire Interscholastic Athletic Association meetings



- Attends preseason parent/player meetings with individual teams to discuss the inherent risk of sport and other eligibility issues
- Attends New Hampshire Athletic Directors' Association meetings for scheduling, current issues, eligibility, and statewide coordination of interscholastic athletics
- Attends Granite State Conference (D-IV) meetings to ensure all requirements and general athletic policies are adhered to
- Attends SAU #45 Athletic Council meetings when convened
- Participate in annual staff development opportunities regarding athletics and the administration of athletics
- Maintains partnership & collaboration of facility usage
- Coordinates with the Student Council for the Homecoming event(s) *with Game Manager and administrative support*
- Foster good school-community relations by keeping community informed about the athletic program. This includes articles to Paw Prints, Meredith News, Laconia Citizen, and Concord Monitor. Other sources include School District Web-Site Calendar, Daily reports to faculty and Staff on morning announcements and end-of-season movie at Awards Night. *These tasks are completed in collaboration with Game Manager and administrative support*
- Provide opportunities for Student/Leadership for MA's student-athletes
- Provide support for MA Boosters organization *with Game Manager and administrative support*
- *Oversees that Game Manager and administrative support* keep a record of all athletic contests and maintain a file of all award winners
- Prepare *gymnasiums* for all athletic events with *custodial assistance as needed*
- *Take necessary steps to ensure all School-owned recreation facilities are prepared for scheduled use*

### **Supervisory Responsibilities:**

The Sport and Athletics Director provides significant supervision over all Recreation Department and Moultonborough Academy coaches, seasonal Game Managers and Game Assistants, full time Recreation Department staff (as needed by the Recreation Director), summer Recreation Department staff, and administrative support.

### **Knowledge, Skills, and Abilities:**

Minimum requirements: Bachelor's degree in Recreation Management (or related field) and at least 5 years of youth sport and/or high school athletics administration. Candidates with equivalent combination of education and experience will also be considered.

Certifications Required: American Red Cross Certification in CPR, American Red Cross Certification in First Aid, American Red Cross Certification in AED, and ability to become certified as a CPRP.

### **Physical Demands:**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

- Ability to: lift over 50 lbs; climb (ladders, scaffolding, etc); to crouch, crawl, bend or stoop; push, pull or drag objects; stand or sit for extended periods of time; engage in repetitive motions of the hands, wrist, or fingers; speak for the purpose of expressing oneself or exchanging information with others; read for the purpose of interpreting work orders or information; hear for the purpose of receiving oral instructions or information; see including color, depth perception and/or clarity

### **Work Environment:**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.

- 40+ hour work weeks
- Often work more than 8 hours per day
- Often work untraditional hours (such as nights and weekends)
- Often working both indoors at a desk and outdoors in varying conditions
- Seasonal and sport physical activity
- Seasonal deadlines
- Responding to conflict, inquiries, and emergency situations

**This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as needs of the employer and requirements of the job change.**



## Appendix L: Interview & Resource List

### Moultonborough<sup>1</sup>

Jean Beadle	Advisory Budget Committee, Chair
Harry Blood	Athletic Director
Marc Borrin	School Board, Chair
Hilary Bride	Assistant Recreation Director
Ed Charest	Board of Selectmen, Vice Chair
Andy Coppinger	Moultonborough Academy Principal
Heidi Davis	Town Finance & Personnel Director
James Gray	Selectman
Tom Howard	Chairman (former) of the Rec. Strategic Planning Team
Donna Kuethe	Recreation Director
Scott Laliberte	Moultonborough Central School Principal
Mike Lancor	SAU Superintendent
Joel Mudgett	Board of Selectmen, Chair
Betsey Patten	Selectman
Kay Peranelli	SAU Business Manager
Recreation Advisory Board	
Kaitlin Sampson	Recreation Activities Assistant
School Athletic Committee	
Matt Swedberg	Athletic Coach and former Assistant Athletic Director
Donna Tatro	Recreation Office Clerk
Carter Terenzini	Town Administrator
Gary Torressen	School Board member
Russell Wakefield	Selectman

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<sup>1</sup> Not included in this list are members of the community who met with me by their accord.

**St. Johnsbury VT**

Joe Fox                      Recreation Director

**Raymond**

Kirk Beitler                HS Principal

Dr. Jean Richards        Superintendant

Michelle Weaver         Recreation Director

**Portsmouth**

John Bohenko             City Manager

Ed McDonough            Superintendant

David Moore               Community Development Director

Rus Wilson                Recreation/ HS Athletic Director

**Other**

New Hampshire Municipal Managers Association email blaster